

DDA  
File Personnel-12

DDA 78-1378/7

24 MAY 1978

MEMORANDUM FOR: Director of Personnel

FROM : John F. Blake  
Deputy Director for Administration

SUBJECT : Uniform Promotion System

REFERENCES : (a) DDCI memorandum to Deputy Directors, dtd 7  
Apr 78, subject as above  
(b) D/Pers memorandum to Deputy Directors, dtd  
25 Apr 78, Subj: Implementation of DDCI  
Memorandum on Uniform Promotion System

Attached are promotion plan models concerning Fiscal Years 1978, 1979, and 1980. The models reflect minimum promotion guidelines for the M Career Service with the Office of Communications (OC) reflected independently. Also attached is a memorandum from the D/CO which discusses the structure of the Office of Communications as it relates to the development of the promotion plans. We concur with the D/CO's analysis and strongly recommend the adoption of separate promotion plan models for the Office of Communications and the remainder of the Administration Directorate.

/s/John F. Blake

John F. Blake  
Deputy Director  
for  
Administration

2 Attachments

CMO/DDA/ [REDACTED] jv (24May78)  
Distribution:

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75-5/168

7 APR 1978

MEMORANDUM FOR: Deputy Director for Administration  
Director, National Foreign Assessment Center  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, E Career Service

FROM: Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT: Uniform Promotion System

REF A

1. Many of the personnel policies of the Agency have been carefully reexamined during the last several months. We have concluded that the Agency and its employees will benefit from the adoption of a more uniform Agency-wide promotion system. The adoption of such a system, as described in this memo will increase employee awareness of promotion opportunities and will ensure more promotion headroom by implementing existing Agency regulations concerning identified marginal performers. We recognize that each career service has unique characteristics and problems which require consideration. This new approach will allow recognition of that uniqueness, but will also call for more expanded statements of promotion criteria by the several career services.

2. The new approach to establishing this promotion system will be based on the following precepts:

a. A minimum target for annual promotion of qualified people by grade will be established and published by each career service as an aid to each employee's career planning. The Office of Personnel will work with each career service in creating these promotion targets.

b. These promotion rates will be sustained for the most part through normal attrition, but additionally it will be necessary to apply aggressively the current regulation [REDACTED] for the identification of the bottom three percent evaluated annually. The bottom three percent is not simply determined by ranking, but also by an absolute determination of the employee's value and potential as assessed by the evaluation panels and career service boards.

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c. As a further protection to the employee identified in this process, the career services will establish an independent panel to review each case on its individual merits and present its findings to the head of the career service.

d. The common criteria for promotion in all career services are presently set forth in [REDACTED]. Further guidance on these precepts is under study. The career services should carefully consider [REDACTED] with a view to adding specific criteria as applicable to each particular career service or subgroup. The publication of these specific criteria will further the individual employee's understanding of how selection for promotion is achieved, and how to become qualified for promotion. Any additional promotion criteria must be developed and published by the career services by 15 May 1978.

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e. As already established for the D Career Service, the rankings and recommendations for promotion from the evaluation boards and panels can only be changed by the Director.

f. There will be established and published a uniform promotion schedule for all career services (i.e., all GS-09's will be promoted in the same month, etc.). The Office of Personnel will work with the heads of the career services in establishing an Agency-wide uniform promotion schedule for all grades. The lists of those promoted will be published and available to all employees.

/s/ Frank C. Carlucci

Frank C. Carlucci

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